

FACULTY MENTORING 10 BEST PROGRAM PRACTICES

- 1. Visible, overt, regular communication from leadership that good mentoring is a department priority**
- 2. Formal program management**
- 3. Thoughtful mentor matching at hire, and prior to arrival on campus**
- 4. Multiple mentors, one outside department, until tenure & promotion decision**
- 5. Provision for training of mentors**
- 6. Provision for training of junior faculty (mentees)**
- 7. Opportunities for junior faculty to network/meet as a group**
- 8. Opportunities to check on success of mentoring relationships for every junior faculty, and re-assign/augment, etc., as needed**
- 9. Evaluation of program as a whole on a regular basis**
- 10. Provision of formal recognition, acknowledgment, awards, etc., for mentoring**

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- 1. Be available:** take the initiative to make the first contact; set a mutually agreed upon schedule of meetings
- 2. Listen and ask questions: essential skills!** suspend judgment, be sensitive to situations or problems that you may not have encountered
- 3. Offer support:** permit time for new faculty to become acclimated; be positive
- 4. Offer guidance and advice:** assist mentee in establishing a balance between teaching, research, and service responsibilities
- 5. Practice and encourage direct communication: this is a 2-way street!** get to know your mentee, let your mentee know your mentoring style and philosophy, discuss expectations, offer constructive feedback, be honest, respect privacy
- 6. Advocate for rights:** educate new faculty regarding both departmental and institutional contractual agreements; understand differences for individuals from underrepresented groups
- 7. Help establish relationships:** help mentee establish networks of support, introduce new faculty to colleagues, administrators, and others whom they will need to know
- 8. Appreciate the multi-dimensional nature of mentoring:** understand that your role may change from counselor, coach, advocate, challenger and no one person can meet all the needs all the time.
- 9. Set goals:** short term (people, procedures) and long term (promotion, professional profile, tenure)
- 10. Assess your relationship:** take the role of mentoring seriously, stay active, ask for help with difficulties

Some Guidelines for Department Chairs

- 1. Be familiar with your college policy, and publicly endorse mentoring as valuable**
- 2. Develop a formal mechanism to acknowledge mentors in your department**
- 3. Assign a mentor as soon as the offer letter is accepted; consult with the search committee about the mentor assignment**
- 4. Assign a mentor from outside your department based on research or other interests**
- 5. Continue to check in with the mentor and the new faculty member**